

MANAGERIAL INDICES EFFECTIVENESS IN PUBLIC AND PRIVATE ORIENTED SPORTS ORGANISATIONS IN LAGOS STATE.

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and

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Abstract

Success in any business endeavor among other issues strongly depends upon quality management dexterity. In sports administration, sound management acme is prerequisite to success. The paper therefore, investigated managerial indices effectiveness in public and private oriented sports organizations in Lagos State. A sample size of two hundred (male, $n = 137$, female, $n = 63$) respondents from public and private sports organization in Lagos State were used. Self-structured questionnaire was used to collect data for the study. The test-retest reliability value obtained for the instrument, using Pearson Product Moment Correlation Coefficient was 0.89. Data from the study were analysed with the use of frequency counts and percentages for demographic characteristics, while inferential statistics of Chi-square at 0.05 alpha levels was employed to test the hypotheses of the study. Findings evidently revealed that leadership skill, role perception and human resources would enhance managerial effectiveness in public and private oriented sports organization in Lagos State. Based on the findings, it is recommended that certification and skills acquisition should form strong parameters in the appointment of a sports manager in sports organization. Availability of manpower and material resources is an indispensable condition for managerial effectiveness.

Introduction

Sports over the years have generally become an important phenomenon for the health of society and for socialization. Morakinyo and Aluko (2008) asserted that sport has permeated the Nigeria society just as it is in many other societies worldwide. It is a social phenomenon that has grown from its humble beginning of being an entertainment and recreation pastime to become a visible and prominent business phenomenon that could no more be ignored in the social, political and economic environment of any nation (Morakinyo, 2000). Babatunde, (2011) reported that to achieve appreciable success in sports management, it requires high level of managerial skills. Babatunde (2012) said that sports is a natural part of life, whether it is engaged in for competitive or just for fun and enjoyment as in the case of recreation which its success is largely rests on sound managerial skills.

Erituran (2010) pointed that sports management plays a critical role in popularizing sports for the masses. In the contemporary business environment, the development of sport organisations can be very profitable because sport grows more and more popular in the modern society, while revenues of sport franchises are increasing steadily. At the same time, the development of a sport organisation is naturally accompanied by certain difficulties and challenges which a company can face at the beginning. In fact, these difficulties and challenges are closely intertwined with the management of a sport organisation (Leeds & Allmen, 2003; Noll & Zimbalist,

1997; Quirk & Fort, 1992). Babatunde (2006) opined that the major constraint sports development in Africa is associated with management problem. Once the managerial predicament is resolved, a meaningful improvement in sports industry may be attained.

According to Bryson (1995) some constant and controlled variables in strategic sports management are scientific management, well articulated and coordinated programmes, adequate standard infrastructure, equipment, synergy amongst stakeholders, fiscal planning, and disbursement as well as strategic thinking with emphasis on information gathering about changes in technology, market, politics, law, ethics and society generally.

Leonor, Welsh and Taylor (2010) stated that sports plays a major economic and social role and it needs to be administered efficiently by managers. Both public and private organizations are facing the same reality to achieve excellence as an organization in their field of activity (improving the quality of their services by making optimum use of the resources they have at their disposal). Traditionally, public organizations strive to meet objectives marked by a social outlook, while private sector organizations are driven by the need to obtain profits. This difference of perspective in sports organizations means that the managers take on a greater dimension and importance.

Managerial Effectiveness is fast becoming a competitive advantage for organisations, especially in the context of high demand for and, therefore, continuous migration of competent managers from one organisation to another. Organisations, therefore, have started investing in retaining competent managers and putting in place systems for developing new cadre of effective managers (Madhavi, 2008).

Madhavi (2008) observed that managerial effectiveness is often defined in terms of output - what a manager achieves. This result oriented definition leads us to look for the factors that contribute towards the "results". Studies find three factors to be responsible for the results that an organisation achieves through its managers. These are: (a) the efforts and ability of the managers, (b) the environment in which the managers and the organisation operates, and (c) the efforts and ability of the subordinates. Thus, the managers' ability is the key element in achieving the desired results.

The study particularized itself to indices of managerial effectiveness in public and private oriented sports organization in Lagos State with a view to optimizing its usage for advancement.

Research Hypotheses

The following research hypotheses were postulated and tested in this research study:

1. Leadership skill would not significantly enhance managerial effectiveness in public and private oriented sports organisations in Lagos State.
2. Role perception would not significantly enhance managerial effectiveness in public and private oriented sports organisations in Lagos State.
3. Human resources would not significantly enhance managerial effectiveness in public and private oriented sports organisations in Lagos State.

Method and Procedure

The descriptive research method was adopted for the study. The population comprised all public and private sports organizations in Lagos State. Sample size involved two hundred respondents randomly selected from five public and five private sports organizations in Lagos State. The organizations include: Lagos State Sports Council, University of Lagos Sports Centre, Lagos State University Sports Centre, Adeniran Ogunsanya College of Education Sports Centre, Lagos State Ministry of Sports & Social Development. Others are Lagos Country Club, Ikeja Tennis Club, Complete Sports Organisation, City of David Football Club and Mountain of Fire Football Club. A total of twenty respondents each from the cadre of directors, coaches, athletes, officers and staff were selected from the aforementioned organizations. The stratified and purposive sampling methods were used to select the respondents for the study.

A self-structured questionnaire consisting of three variables to which the participants were asked to tick the options of their choice in four-point Likert rating scale of strongly agree (SA), agree (A), strongly disagree (SD) and disagree (D). The validity of the instrument was ascertained through some experts from the cognate unit of this study who assisted in content and construct validity.

Test-retest method was used for reliability of the instrument; a correlation coefficient value of 0.89 was obtained. All the copies of questionnaire administered were correctly filled, returned and coded for analysis. Descriptive statistics of frequency counts and percentages was used to analyze the demographic data, while inferential statistics of Chi-square (χ^2) was applied to test the hypotheses at 0.05 alpha level.

Results

The demographic data revealed that by gender, 137 (68.5%) of the total respondents were males while 63 (31.5%) were females. Based on age, 68(34%) of the total respondents were within 21-25 years, 37(18.5%) were within 26-30 years, 31(15.5%) were within 36-40 years while respondents within 31-35 years and 41years and above constituted 32(15.5%) of the total respondents. On distribution by status, 12(6%) of the total respondents were Directors in status, 66(33%) were coaches, 46(23%) were staff while 76(38%) were athletes. On distribution by job experience, respondents with job experience of 1-5 years constituted 60(30%) of the total respondents, 6-10 years constituted 48(24%), 11-15 years constituted 41(20.5%), 10-20 years constituted 21(10.5%) while respondents with job experience of 21 years and above formed 30(15%) respectively.

The data analyses of the responses of the participants are shown in the tables below.

Table1: Chi-square Result of leadership skill as enhancement of managerial effectiveness

Variable	N	Df	Calculated χ^2	Critical χ^2	Remark
Leadership skill and managerial effectiveness	200	12	300.2	21.03	*S* Significant

χ^2 Cal. Value = 300.2 > Crit. χ^2 value = 21.03, df 12 $p < 0.05$

Table 1 above showed that calculated chi-square value of 300.2 was greater than the critical value of 21.03 at 0.05 alpha level. This implies that leadership skill would significantly enhance managerial effectiveness in public and private oriented sports organisations in Lagos State.

Table 2: Chi-square Result of role perception as enhancement of managerial effectiveness

Variable	N	Df	Calculated X^2	Critical X^2	Remark
Role perception and managerial effectiveness	200	12	94.7	21.03	Significant

X^2 Cal. Value = 94.7 > Crit. X^2 value = 21.03, df 9 $p < 0.05$.

As showed in table 2 above, the calculated chi-square value of 94.7 was greater than the critical value of 21.03 at 0.05 alpha levels, meaning that role perception significantly promotes managerial effectiveness in public and private oriented sports organisations in Lagos State.

Table 3: Chi-square Result of Human resources as enhancement of managerial effectiveness

Variable	N	Df	Calculated X^2	Critical X^2	Remark
Human Resources and managerial effectiveness	200	12	34.4	21.03	Significant

X^2 Cal. Value = 34.4 > Crit X^2 value = 21.03, df 9 $p < 0.05$

Table 3 above indicated that calculated chi-square value of 34.4 was greater than the critical value of 21.03 at 0.05 alpha levels. This implies that human resources would significantly enhance managerial effectiveness in public and private oriented sports organisations in Lagos State.

Discussion of findings

The finding of this study that leadership skill would significantly enhance managerial effectiveness in public and private oriented sports organisations in Lagos State confirms Fasan (2004) who opined that sports organisations are expending in scope and frontiers. New dimensions are now introduced, for example, sports marketing, customers services or relations, information technology, public relations etc. they need people of specialized skills to manage them. Zuholi and Waribus (2000) also reported that sports is a competitive business, each club or team is willing to outdo the other and the best way they can do this is to recruit and select people with prerequisite skills.

The finding that role perception would significantly enhance managerial effectiveness in public and private oriented sports organisations corroborates Tanglang and Nayawo (2005) who postulated that the success of a sports organisation depends largely on the team manager, the coach and the athletes. If there is poor working relationship between coaches and the team manager, the team will be adversely affected. Awoyinfa (2008) in similar study confirmed the finding by asserting that role perception pre-suppose the ability to get members of the sports organisation to pull their weight effectively, to give their loyalty to the organisation

and to the task, to carry out properly the activities allocated and generally, to play an effective part in the purpose or task that the sports organisations have undertaken.

The finding that human resources would significantly enhance managerial effectiveness in public and private oriented sports organisations in Lagos State agreed with Ogunsemore (2011) who reported that inadequate financial support for sports, inadequate facilities and equipment, non-availability of competent coaches and managers are critical restraining factors towards performance enhancement. Similarly, Fasan and Moronfolu (2005) submitted that a combination of two or more of direct financial resources and indirect financial resources is recommended for use in compensating and motivating managers on the job.

Conclusion

In line with the findings of this study, the following conclusions are drawn: The leadership skill, role perception, and human resources are inevitable ingredients of managerial effectiveness in public and private oriented sports organisations in Lagos state.

Recommendations

Based on the findings of this study, the following recommendations are proffered with a view to optimize managerial effectiveness as related to sports development:

1. Training and developmental schemes of sports organisation should include the top and lower echelons.
2. A formative and summative evaluation with goals in perspectives should be developed by sports organisations to ascertain the effectiveness of their managers.
3. Certification and skills acumen should form determinants for the appointment of a manager in sports oriented organisation
4. Manpower and material resources should be made available for effectiveness of the manager.

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